CELEBRATING PROGRESS ANNUAL REPORT



 ${\tt Dec.\,12\ celebration\ of\ Choice\ Neighborhoods\ Initiative\ grant\ for\ Russell.\, See\ pages\ 16-17}$

"

Louisville is in the midst of a major transformation, and that's the result of years of work by people in and out of Metro Government, playing with the entrepreneurial gusto to win on the world stage."

- MAYOR GREG FISCHER



Iroquois North Overlook: The revamped North Overlook in south Louisville's Iroquois Park was unveiled to the public in September.

2016 YEAR IN REVIEW

Muhammad Ali's affection for his hometown was one constant in his incredible life as a champion athlete and humanitarian. His passing last June brought the world to our city to join us in celebrating his life and legacy.

That story is told in these pages, along with updates on the tremendous progress we're making in terms of jobs, investment, health, compassion, education, tourism, quality of life and more. Our momentum is strong, and the future looks very bright for 2017.

Within Metro Government, all of our efforts this and every year are fueled by our commitment to one fundamental goal: to help every citizen in every neighborhood reach their full human potential — that's our definition of compassion.

There will only ever be one Muhammad Ali, but his journey from 3302 Grand Avenue to global icon serves as a reminder that we must keep striving for greatness for ourselves, our children, our neighborhoods, our city and our future.

Greg Fischer, Mayor



Wherever I go, I tell 'em I'm from Louisville... we in Louisville are the greatest of all time."

- MUHAMMAD ALI

ECONOMIC DEVELOPMENT

accomplishments

58,000

jobs added to Louisville since Mayor Fischer took office in January 2011

\$9 billion

in capital investments completed, announced or underway since 2014

2,600

new businesses since January 2011

23

new hotels opened or underway, including the \$300 million Omni Hotel project due to open in 2018

24.2 million

tourist visits, fueled by Bourbonism — the marriage of bourbon tourism and our world-renowned local restaurant scene

Dell: Among 50 Global Cities Enabling Innovation and Change Through Technology. 25 **Glassdoor:** Among 25 Best Cities for a job, and among Top 10 cities where pay goes the furthest. 15 Foodie Love: Best Destination Experience, World Food Travel Association; among 15 Best Cities in the World for Food, The Culture Trip; and Best Places to Visit in 2016, USA Today. **Site Selection Magazine:** Top seven ranking of top-tier metro areas with populations of a million or more, and one of the top U.S. economic development teams. As a city, our goal is to do more than keep up with the pace of global change; it's to leap ahead." - MAYOR FISCHER

ırtesy: Ohio River Bridges Project

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CELEBRATING PROGRESS



LouieLab

This new space on historic Main Street serves as the city's front door for civic innovation, and is adjacent to CNET's Smart Apartment, where the frontier of smart home technology is tested.

Gigabit-speed Internet

The city continues working with Google Fiber to bring greater internet speed and access to Louisville, while also partnering to create a Gigabit Experience Center in Russell, where residents can utilize and learn about ultra-fast internet.

Data initiatives

Louisville continues to be a leading city in the country in the use of data to improve services and boost innovation, including the use of its open data portal, and partnering to use data to invent a low-cost wireless smoke detector for vacant and abandoned properties.

Applause!

The Center for Digital Government again named Louisvilleky.gov as one of the top city websites in America.

In a poll of U.S. mayors by Politico this year, Mayor Fischer was cited as "Most Innovative" mayor in the country.



"

General Electric's FirstBuild microfactory ... is the type of free-wheeling innovation that's supposedly the specialty of our coastal capitals of tech and culture. But FirstBuild is not in Seattle or Silicon Valley. Rather, it calls home Louisville, Ky., the Ohio River shipping and manufacturing hub where the Midwest meets the South."

- TIME MAGAZINE, JULY 7



11

Ours is the 11th largest county nationwide for refugee resettlement

100,000+

WorldFest posted record attendance, with more than 100,000 visitors, 100 vendors, 70 entertainers and more than 30 food vendors





66

We are pleased on a human level, a civic level and an economic level to be a welcoming city for people from around the world who want to make a life for themselves in Louisville."

MAYOR FISCHER

Louisville has seen unprecedented growth in its immigrant population, exports and foreign investment in recent years, and Metro Government is working to grow all of these even more:

Global Louisville Action Plan: Puts welcome into action with steps to jumpstart immigrant entrepreneurship, assist job-seekers, inform communities and celebrate cultures.

Global Investment: Computershare (Australia) increased its investment to 1,100 new jobs representing a \$32M investment; Hogan Lovells (Great Britain) opened its \$8.9M global support center, adding 250 jobs.

Global Cities Initiative: The Bluegrass Economic Advancement Movement (Louisville-Lexington region) has seen five straight years of record-breaking export growth. In 2016, we launched the Global Trade and Investment Plan to support and increase foreign direct investment in the region.

Job training: More than 200 Hispanic/Latino residents with medical backgrounds signed up for training at the Kentucky Health Career Center through a collaboration with Prospanica, the local organization for Hispanic professionals.

LIFELONG LEARNING

accomplishments 5,100

SummerWorks set new records in 2016, placing 5,100 young people ages 16-21 in jobs with more than 140 employers.

\$6.4 million

Funds raised for the Compassionate Schools Project, which is the most comprehensive study ever undertaken of a 21st-century health and wellness curriculum. Started with three Jefferson County Public Schools, it is being expanded to 25 schools over the next two years.

44.7%

Working-age adults with at least an associate's degree, a new record.

610

Adults who've received free software development training through KentuckianaWorks' Code Louisville program since 2014.

800

Children in 2016 Camp Kindergarten readiness program, a 10-fold increase over 2014.

libraryaware

LibraryAware Community Award: The city and the Louisville Free Public Library shared this national award for our joint commitment to lifelong learning.

by all means

By All Means: Louisville was one of six cities chosen for this Harvard Graduate School of Education program working to close the achievement gap for socio-economically disadvantaged children.



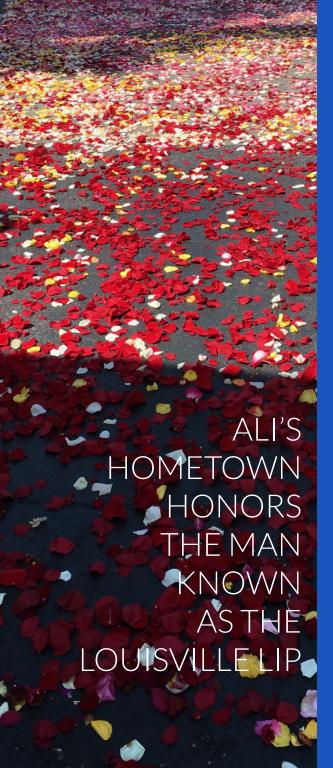
Career Calculator: This new online tool puts updated job and education data at people's fingertips; part of our Cradle to Career goal to create a cycle where education leads to jobs and family-supporting wages. In its first three months, it was used by 8,000 people. www.careercalculator.org



I want to be a mechanical engineer so working at GE this summer has given me the experience I need to make that a reality."

> SUMMERWORKS PARTICIPANT KENNETH ALBYATI, 18





Memorial Ceremony: The LMPD Color Guard lowered flags to half-staff, as Mayor Fischer thanked Ali "for everything you've given to your hometown, your country, and the world," in a speech broadcast by networks around the globe.

I Am Ali Festival: More than 15,000 attended this mid-week family-friendly festival celebrating The Champ's love for kids with butterflies, magicians, food, music and art.

The Greatest Ride: Bicyclists rode by local Ali landmarks, including his boyhood home on Grand Avenue, the Ali Center downtown and the gym on Fourth Street where 12-year-old Cassius Clay's red bike was stolen, leading him to meet Louisville police officer and boxing trainer, Joe Martin.

Public Prayer: More than 14,000 people gathered to honor Ali, who converted to Islam in 1964, for a 30-minute Jenazah, an Islamic prayer service held in Freedom Hall.

"Ali" Screening: Ali fans came to Iroquois Amphitheater for a free showing of the 2001 biopic "Ali," starring Will Smith, who also served as one of The Champ's pallbearers.

Memorial Procession: More than 100,000 people lined Louisville's streets, tossing flowers as a hearse led the procession on a 23-mile route through the city.

Memorial: This interfaith event, broadcast globally, featured speakers from near and far, including The Champ's widow, Lonnie Ali, the Rev. Kevin Cosby of St. Stephen Church, and longtime family friends John Ramsey, Billy Crystal and former President Bill Clinton.

PUBLIC SAFETY

In response to a violent crime spike mirrored in 60 percent of the largest U.S. cities, Louisville launched a multifaceted crime-fighting plan that includes prevention, intervention, enforcement and re-entry initiatives.

New officers: Hiring 28 additional LMPD officers, bringing the total number of recruits to a maximum annual capacity of 150.

Narcotics Division: Added two new squads of detectives to address crimes involving narcotics, a significant contributor to community violence.

Heroin Investigation Team: LMPD Major Case Narcotics Unit detectives are collaborating with the DEA to develop federal cases against dealers when overdoses cause death or serious injury.

Full-time SWAT Division: Replaces a part-time team, allowing for quicker deployment of the most highly trained officers to handle volatile situations.

Community Services Division: School Resource officers, Community Events, Traffic, and a new Community Policing Unit are building trust and acting as a conduit of information and resources to address issues that lead to crime.

Second Chance: Program to reduce jail recidivism by ensuring that people arrested while battling mental health issues, including substance abuse, get the support necessary for more stable lives after release.

F2ACT: Metro Corrections program creates individualized discharge plans with the goal of establishing connections between the inmate and the community before release.

The Office for Safe and Healthy Neighborhoods and partners like KentuckianaWorks initiated and expanded programs aimed at reducing violence.



New Outreach Workers: Team of staffers will support promising individuals as they work to steer away from violence toward a pathway of success.

REimage: Started in Russell and Shawnee, REimage is expanding into Park Hill, working with as many as 250 youth and young adults who have committed crimes or are at risk; helping them to further their education, get a job, navigate the court system and address drug and alcohol issues.

One Love Louisville Ambassadors: Community members trained on the CDC public health approach to violence prevention, suicide prevention, conflict resolution, mental health first aid, and community organizing.

Cure Violence: Recognizing violent crime as a public health epidemic, this model uses violence prevention strategies associated with disease control – detecting and interrupting conflicts, identifying and treating highest risk individuals, and changing social norms.

COMPASSION

accomplishments 5

For the fifth year in a row, the International Charter for Compassion named Louisville a Model City of Compassion.

100

For a second consecutive year, Louisville earned a perfect 100 on the national Human Rights Campaign scorecard, which says the city is a "beacon of hope," ensuring all residents are treated equally regardless of sexual orientation or gender identity.

116,560

Home-delivered Meals on Wheels to over 600 seniors.

162,988

Number of volunteer hours by seniors in Foster Grandparent and Retired & Senior Volunteer programs.

175,000

Record-breaking acts of compassion and volunteers serving others during Give A Day Week.



"

Change starts with us as individuals. If one individual becomes more compassionate it will influence others and so we will change the world."

DALAI LAMA XIV,
 SCHEDULED TO VISIT LOUISVILLE
 APRIL 23-24, 2017



Affordable Housing: Allocated \$2.5 million for the Affordable Housing Trust Fund, and provided Louisville CARES revolving loans to incentivize development of more affordable housing in all corners of our community.

Building our Blocks: Brought together teams of city workers, partner agencies and community leaders to connect, clean up and build up neighborhoods. Piloted in Russell, Smoketown and Parkland, with more planned in 2017.

Partnerships: GMeals-On-Wheels, sponsored by the GFoundation, began providing five freshly prepared, chilled meals weekly to seniors on the city's traditional Meals-On-Wheels waiting list.

Improved Customer Service: A new automated LIHEAP appointment system improved access to services for more than 9,000 low-income households in need of utility assistance.

New Animal Shelter: Budget for FY17 earmarks \$3.4 million, along with \$1.8 million set aside last year, to build a new shelter adjacent to Animal House on Newburg Road to replace the aging shelter on Manslick Road.

VISION RUSSELL

accomplishments

\$29.5 million

Louisville landed a \$29.5 million Choice Neighborhoods Initiative federal grant for our plan to transform the historic Russell neighborhood.

\$200 million

That U.S. Department of Housing and Urban Development grant is expected to leverage \$200 million more from individuals, private investment, foundations, nonprofits, government and other agencies.

\$1.375 million

HUD action grant of \$1 million awarded in June, with an additional Metro leverage of \$375,000, will pay to repurpose vacant lots, improve Sheppard Park, transform TARC stops, and enhance neighborhood gateways.

\$1.025 million

A HUD planning grant of \$425,000 awarded in January 2015, with \$600,000 leverage contribution from Metro, began the Choice planning process, which ultimately involved more than 600 people, including residents, community and faith-based organizations, local businesses and city staff.



...this neighborhood can become a safe place that people want to move to and are proud to call home."

TROY MCLEMORE

Vision Russell is a comprehensive, community-endorsed plan to redevelop the Beecher Terrace public housing complex and transform the area into a sustainable, mixed-income, mixed-use, multi-generational neighborhood with high-quality services and schools, as well as transportation and job opportunities. Construction on the project, which is expected to have a ripple effect in California, Shawnee, Chickasaw, Portland and other west Louisville neighborhoods, will start in 2017 and continue for seven years. Minority-owned businesses will do at least 25 percent of the work. Ten percent will be performed by female-owned businesses, and a half percent by businesses owned by disabled people.

Key elements of the plan

- Redevelop Beecher Terrace into a sustainable multigenerational, mixed-income, mixed-use development;
- Develop one-for-one, off-site replacement housing for Beecher Terrace residents;
- Increase safety and security;
- Re-create strong retail and service centers within the neighborhood;
- Improve educational and health outcomes for all Russell households;
- Improve community connectivity.



Life does not present us with many opportunities like this, and it's our duty to make the most of it."

MAYOR FISCHER



accomplishments 5 percent

Louisville's health department earned national accreditation, placing in the top five percent of all health departments in the nation.

5,300

Louisville's Syringe Exchange program is exceeding expectations, providing treatment intervention for more than 5,300 people, while reducing the spread of HIV and Hepatitis C.

13

Healthy Babies of Louisville, a coalition of 13 health and social service agencies formed to lower infant mortality rates, this year reinstituted the Fetal and Infant Review Board, and increased referrals for prenatal and perinatal services through Metro United Way's 211 call center.

New Office for Addiction Services

Oversees the MORE Center and Syringe Exchange Program; coordinates resources and fosters a community-wide approach among service providers and stakeholders to reduce the opioid epidemic.

Equity is a priority

- The Center for Health Equity celebrated 10 years of operation this year, working to equip, train and advocate for equitable policies and practices across government departments, and helping community groups and businesses advance equity across the city.
- Louisville was one of five cities selected by Living Cities and the Government Alliance on Race and Equity to join Racial Equity Here, an effort to develop tools to address disparities that harm people across our community.

National Culture of Health Prize

Louisville earned the prestigious Robert Wood Johnson Foundation's Culture of Health Prize, recognizing efforts to ensure all residents have the opportunity to live longer, healthier and more productive lives.



Photo Courtesy: Robert Wood Johnson Foundation

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Louisville is among cities where "individuals are coming together to find powerful ways to help people achieve the best health possible ... connecting the dots between health and education, jobs, housing, and community safety."

- RISA LAVIZZO-MOUREY, RWJF PRESIDENT AND CEO

SUSTAINABILITY

Resilient Cities: The Rockefeller Foundation named Louisville to its international list of 100 Resilient Cities. A grant-funded Chief Resilience Officer will join the team in 2017 and work to address economic and environmental issues, particularly in low-income neighborhoods.

EPAD: Program allows businesses to cut operating costs by using a loan — affixed to the property, not property owner — to incorporate energy efficient or resource conserving projects.

Urban Heat Management Study: This two-year study includes targeted, neighborhood-specific strategies to address urban heat risks, including tree planting and green roofs.

TreesLouisville: The nonprofit formed last year to help rebuild the city's tree canopy received a \$1 million grant. The city and its partners also planted more than 32,000 trees.

Produce Park: In collaboration with community partners, Develop Louisville transformed a vacant lot into an urban orchard where residents can learn about, grow and consume local produce.

66

We know that a healthy economy and a healthy environment aren't mutually exclusive. Our citizens demand and deserve both."

- MAYOR FISCHER



On Earth Day, Mayor Fischer helped plant a tree after signing the Compact of Mayors, an international agreement that commits the city to conduct a greenhouse gas inventory and set climate change mitigation goals.

NEIGHBORHOODS

accomplishments

\$23 million

For the first time since 2007, Louisville topped 100 miles of roads paved, with 130 miles in the 2016 calendar year. And more is coming: The FY17 paving budget is \$23 million.

\$50 million

A 14-mile corridor of Dixie Highway will be transformed with more than \$50 million in transportation improvements, as part of the fix-it-first focus of the Mayor's MOVE Louisville initiative. It will include safety design enhancements, signal improvements, sidewalks, crosswalks, resurfaced lanes and the region's first "bus rapid transit" line.

\$10 million

A 1.8-mile stretch of Cooper Chapel Road was widened between Cooper Crossings Drive near Preston Highway and Smyrna Parkway, with new sidewalks, a center turn lane and bike lanes added. The \$10 million project included drainage upgrades and a roundabout at Chambers Way.

Pedestrian head start

Walking through downtown got safer in 2016, as we changed the timing on six dozen traffic signals to give pedestrians a walk sign four seconds before motorists crossing a street get a green light — a national best practice shown to reduce pedestrian-vehicle collisions by as much as 60 percent.



Move Louisville's top priority is to fix and maintain our existing transportation infrastructure."

- MAYOR FISCHER

MONEY MATTERS

Strong Budget: The FY17 budget builds on Metro successes through significant investments in public safety and infrastructure, including road paving, sidewalk repair, bike lane expansion and technology upgrades. Metro's strong credit ratings provided a position of strength from which a series of bonds were sold at highly competitive interest rates to fund capital improvements.

Favorable Financial Audit: The FY16 audit resulted in an unqualified audit opinion with zero material weaknesses or significant deficiencies. FY16 closed with \$67.9 million held in Metro's rainy day fund – the highest funding level in Metro's history.

Excellence in Financial Reporting: Metro received its sixth consecutive "Certificate of Achievement for Excellence in Financial Reporting" for its Comprehensive Annual Financial Report, from the Government Finance Officers Association of the U.S. and Canada. The association also presented a "Distinguished Budget Presentation Award" for Metro's budget for the fiscal year beginning July 1, 2015.



Where the Money Comes From (in millions)

Occupational taxes:	349.4	57.2%
Property taxes:	155.7	25.4%
Payments made to city for various services:	22.2	3.6%
Dividend payment from Louisville Water Co.:	20.3	3.3%
Fees from permits, licenses issued by the city:	16.5	2.7%
Intergovernmental revenue:	16.5	2.7%
State municipal aid/road aid:	12.4	2.0%
Federal Community Development Block Grants:	11.0	1.8%
Other:	8.0	1.3%



\$612 M

Where the Money Goes (in millions)

Public Safety:	328.6	53.6%
Central Government Services (information technology, human resources, etc.):	70.3	11.5%
Community Building Agencies (libraries, parks, zoo, etc.):	66.1	10.8%
Public Services (trash/recycling, etc.):	55.4	9.1%
Capital/Building Projects and annual Debt Payment:	32.6	5.3%
Economic, real estate and workforce development:	29.8	4.9%
Offices of Mayor, Metro Council, County Attorney		
and other elected officials:	29.2	4.8%



\$612 M

HOW WE CAN HELP YOU

Finish your degree: Join the 55K Degrees movement, 55000 degrees.org

Get ready for a job: Go to kentuckianaworks.org for information about training and referrals

Summer training: Connecting young people with summer employment, summerworks.org

Other: Call MetroCall 311

HOW YOU CAN HELP US

Volunteer for Give A Day: The 2017 dates are April 15-23. Go to mygiveaday.com for more information.

Apply for a board or commission: louisvilleky.gov/boards

Become a One Love Louisville Ambassador: Call (502) 974-3871.

Become a REimage mentor: Call 574-4115 or apply online at kentuckianaworks.org.

Hire a young person for the summer: summerworks@kentuckianaworks.org

Plant a tree: louisvilleky.gov/Brightside

Other: louisvilleky.gov/city-services/volunteer-donate

FOR MORE INFORMATION

www.louisvilleky.gov/502.574.2003

And follow our progress on Twitter (@louisvillemayor) or Facebook (facebook.com/MayorGregFischer) or Instagram (Instagram.com/ MayorGregFischer)

Our job at Metro Government is to help all Louisvillians reach their full human potential. To do that, people need to have a path to stable housing, education and jobs. That's what every community needs, and every citizen deserves."

— MAYOR FISCHER



